NAVY CIVIL ENGINEER
Spring/Summer 1997 Vol. XXXV Issue 2

Midway-A BRAC success story

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CIVIL ENGINEER CORPS

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Cover Photo:
A rare golden gooney bird on Midway Atoll, a tiny speck in the Hawaiian archipelago, which has been the stage for the successful conversion of a former military base to a focal point for ecotourism within a wildlife refuge. (Photo by Billy Gardner)

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Speaking from Topside

Harry H. Zimmerman Jr.

"Base Closure," what an endeavor! In Navy alone, when the current four rounds of Base Realignment and Closure (BRAC) are completed, 178 bases will have been closed or realigned. Of those, 135 are outright closures, and 92 of the closure and realignment sites will result in disposal or transfer of property to other parties. Sometimes the recipients are federal agencies, but more often, it's the Local Redevelopment Authority (LRA) which will receive the former bases for commercial redevelopment or public use purposes. Occasionally we will have a public sale of the property but those are rare under the current statutory framework, which gives considerable preference to the LRAs.

When it's all over, Navy will have invested nearly $10 billion to realign, close and clean up these bases. Fiscal year 1997 is Navy's "break even" year in BRAC. That means the cumulative operational savings for the 100 bases closed as of April 1997 will have exceeded the cumulative investments. From this point, Navy will realize increasing savings every year reaching its target of $2.5 billion per year by the year 2001 when the majority of the closures and disposals are completed.

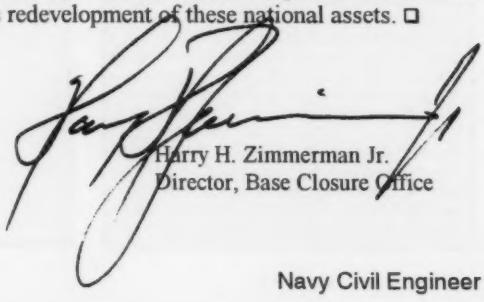
BRAC presents incredible challenges for the Navy's civil engineers—we apply scarce resources to Navy's environmental clean up while at the same time working with the LRAs to promote and support accelerated interim reuse and redevelopment. Until 1997, we had to complete environmental clean up at our sites as quickly as possible before transfer of the property to its new owners. However, this year Congress amended the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA), which was preventing us from transferring property before it was environmentally clean. Now, early transfers are conceivable to promote rapid conversion and redevelopment of BRAC sites. We now have a better way!

This is important because the folks working to redevelop "Brownfields" (those abandoned industrial sites throughout the country) have come up with strategies that take advantage of simultaneous actions. They insist that "orders of magnitude" of cost reduction can be realized in environmental clean up if the work is accomplished in conjunction with redevelopment of the site. Synergism results in savings in several ways. First, strategic alignment of redevelopment plans with clean up efforts can accomplish the desired outcome at little or no additional cost. For example, if a cap is required for a landfill, parking lots or tennis courts could be planned for that area achieving the desired degree of environmental protection at virtually no cost. Secondly, if soil is excavated to achieve clean up, wouldn't it make sense to do it in conjunction with foundation construction? That way, the incremental cost of the environmental clean up is limited to only the cost of disposing of the contaminated soil. Finally, if redevelopment plans are configured based on known environmental conditions, the levels of clean up can be tailored to the planned use and vice versa. By marrying the clean up with construction efforts, the timeliness for redevelopment are drastically reduced resulting in jobs, taxes and economic recovery years earlier.

As a result of Congress amending CERCLA, local communities can now take advantage of the strategies which have already resulted in several successful and cost-effective conversions at Brownfields sites. Of course, plenty of interests still simplistically insist that the Department of Defense be required to clean up BRAC sites before ownership can be transferred. I'll say it again, "We now have a better way!"

Frankly, I see tremendous opportunities in BRAC for the local communities, developers, investors, insurance companies, bankers, remediation contractors/consultants, and local business interests. But to get there, we must all work hard to find the creative and synergistic solutions which are usually only obvious when world-class developers and progressive local governments join forces. My message to our Navy people in the field is that we, as the owners of these bases, can help.

Let's all make sure we are doing everything we can to help the LRAs be creative and promote these new approaches to the conversion of BRAC sites. As I often tell industry groups, we have former Navy bases available in almost any size, many in prime geographic locations (usually near the water), but they won't last long once the smart developers and remediation contractors figure out how to team up with the LRAs to promote fast track economic redevelopment of these national assets. □



Harry H. Zimmerman Jr.
Director, Base Closure Office

PACDIV's environmental cleanup involved clearing bulky debris on Midway's Eastern Island shores. (Photo by Billy Gardner)

Miracle on Midway: A BRAC success story

By Grace Hew Len

The beaches on Midway are now litter-free. (Photo by Billy Gardner)

The healing has begun on a remote island gem in the Pacific Ocean. Midway Atoll, a tiny speck in the Hawaiian archipelago, has been the stage for the successful conversion of a former military base to a focal point for ecotourism within a wildlife refuge. Making it happen provided an environmental cleanup of king-size proportions, coordinated by steadfast Navy engineers some 1,100 miles away.

Midway played vital military roles during the World War II, Cold War and Vietnam War eras.

Since 1903, Midway's landscape changed as military operations provided considerable investment in infrastructure. As has been the case elsewhere in the country, past practices resulted in buildings containing asbestos and lead, underground storage tanks leaking of fuel, transformers harboring PCBs and soil contaminated with pesticides.

Skirting around the facilities are the island's premier residents: 15 species of migratory seabirds, including the world's largest colony of Laysan albatross and second largest colony of black-footed albatross, migratory shorebirds, threatened green sea turtles, endangered Hawaiian monk seals, Hawaiian spinner dolphins and more than 130 species of fish.

When operations on Midway closed in 1993, the Naval Facilities Engineering Command, Pacific Division (PACDIV), began the substantial task of cleaning up after decades of military operations on the island. On June 30, 1997, the Navy closed the last chapter of its 94-year story on Midway when its $43 million cleanup ends. A miraculous feat, with rewards as priceless as the island's unprecedented wildlife.

The Navy's tale

The Navy's story on Midway began when President Theodore Roosevelt placed it under the control of the Navy. The ensuing years saw operations and occupation by the commercial Pacific Cable Company, and later, Pan American Airways which had an airbase for its trans-Pacific flying clipper seaplane service. On August 1, 1941, the Navy commissioned U.S. Naval Air Station Midway on Easter Island, and Midway played vital military roles during the World War II, Cold War and Vietnam War eras. In October 1978, Naval Air Station Midway was redesignated as a Naval Air Facility (NAF).

Since 1982, Midway has been operated by a contractor supervised by a small Navy detachment under the command of a Civil Engineer Corps officer.

Midway Atoll was designated as an "overlay" National Wildlife Refuge on April 22, 1988, allowing the U.S. Fish and Wildlife Service to assist the Navy in managing the atoll's unique wildlife resources.

Over the years, military operations on the naval air facility subsided. The island was marked for closure under the 1993 Base Realignment and Closure (BRAC) Act. PACDIV then took ownership of Midway after operational closure on Sept. 30, 1993, and embarked on an environmental cleanup plan that would take four years. PACDIV's goal was to prepare the island for eventual transfer to the U.S. Fish and Wildlife Service. Upon operational closure of the installation, Midway's mission then changed to support an anticipated comprehensive environmental cleanup and base closure effort.

Monumental task

The most important goal of the environmental restoration program is to protect human life and the environment and to protect natural and cultural resources. One hundred sites required initial investigation with 36 sites slated for investigation under the installation restoration program.

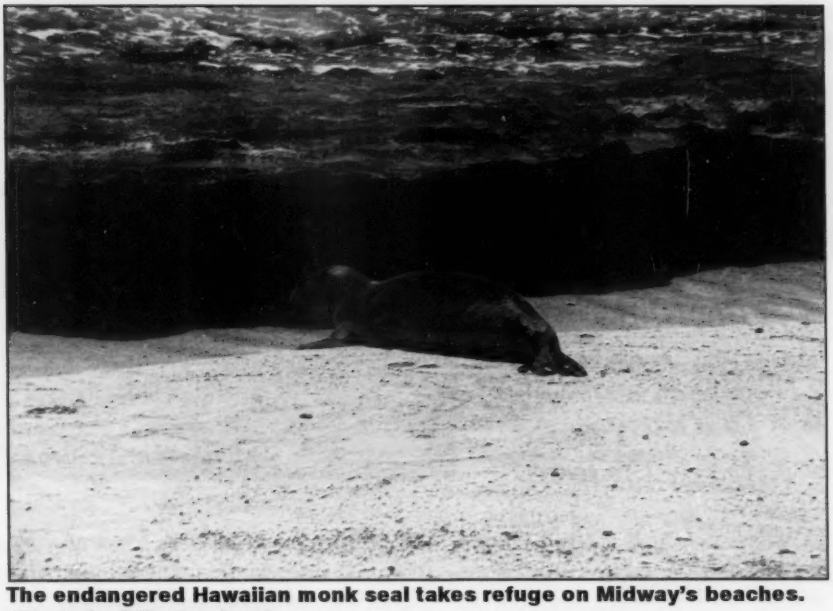
The survey identified 100 underground storage tanks of various sizes

and 30 above-ground storage tanks ranging in size from 400,000 gallons to two million gallons. More than 15,000 linear feet of asbestos-wrapped fuel piping connected these tanks.

The investigation also discovered an extensive fuel plume on top of the groundwater, PCB soil contamination at several former transformer and related equipment sites, and soil contamination from pesticide use.

The non-environmental cleanup objectives involved the removal of potential wildlife entrapment hazards and classification of each structure on Midway according to its historic importance and its recommended preservation strategy.

The Laysan albatross comforts her chick. (Photo by Janet Lackey)



The endangered Hawaiian monk seal takes refuge on Midway's beaches. (Photo by Billy Gardner)

Taking action

- One hundred underground storage tanks (USTs) were removed in 1994 and 1995. Sixteen out-of-service bulk fuel storage tanks (BFSTs) and above-ground storage tanks were removed during 1995. Pipelines associated with USTs and BFSTs were removed, except for those located under runways. The innovative fluid injection with vacuum extraction (FIVE) system was installed in April 1996 to remediate subsurface soil and ground-water petroleum contamination at several areas.
- Hazardous materials and wastes were removed from the island.
- The old "bulky waste" landfill was closed in March 1996, and the runway landfill will be closed before the Navy leaves the island. Two new bulky waste landfills, one on each island, were constructed to contain the volume of new solid wastes generated from building demolition and closure actions.
- PCB-containing equipment was drained and retrofilled or removed off island.
- Peeling and chipped lead-based paint has been removed by demolition or paint scraping and repair. To protect wildlife from ingesting lead, lead-based paint chips were collected and disposed of off island.
- One hundred ten buildings that posed dangers to wildlife have been demolished.

Partners across the miles

Such mammoth efforts were accomplished by a strong project team consisting of the BRAC environmen-

tal coordinator, the Environmental Protection Agency (EPA) project manager, other Navy personnel, contractors and natural resource trustees. The Navy's BRAC environmental coordinator from PACDIV, Jeff Yamamoto, said, " By involving regulatory agencies early in the planning process, the Navy has been able to eliminate the delays typically associated with regulatory input after completion of work plans and other reports."

This partnership developed cooperation, open communication and trust. Those involved recognized the constraints of limited resources, and that projects required prioritization to ensure that the most vital work was completed. The team was exceptionally creative in developing innovative and cost-effective remedies to optimize the use of scarce funding and to expedite reuse.

"This truly is a great day for our Navy and the nation, as we trade guns for gooneys." --John Dalton, Secretary of the Navy

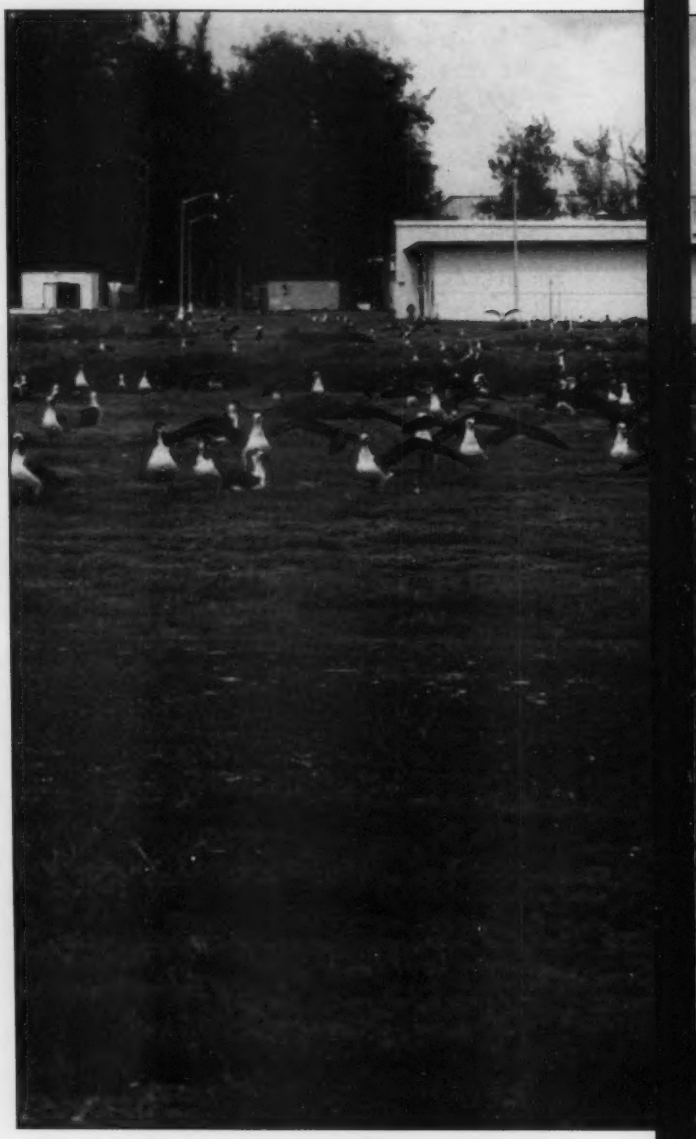
Yamamoto noted that fast-track cleanup was essential for environmental cleanup of NAF Midway to be achieved by the target date set by the Navy for final departure.

PACDIV Midway site manager, Randy Hoffman, and the U.S. Fish and Wildlife Service remote island refuge manager formed the heart of the non-environmental cleanup partnering team. They set the overall tempo and requirements to ensure that Navy cleanup policy is consistent with ultimate Fish and Wildlife goals.

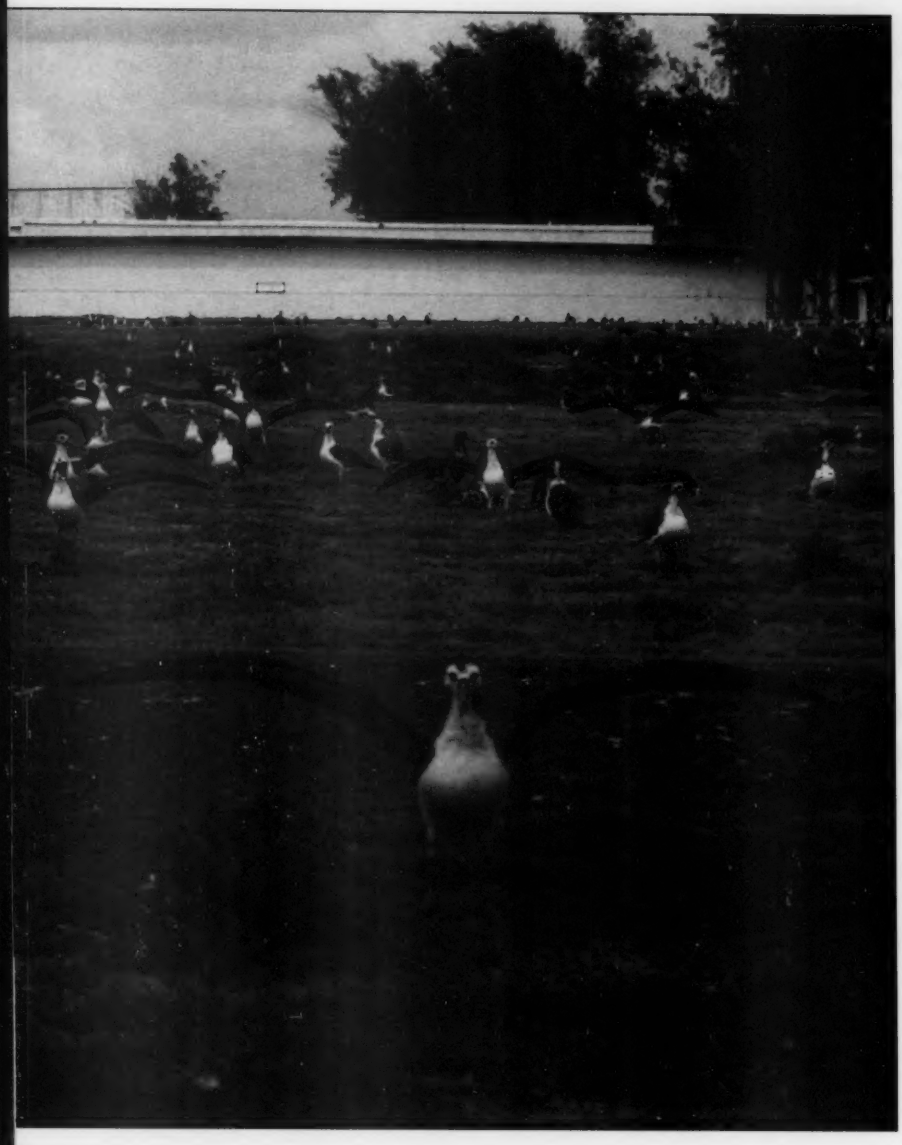
"The working relationship with other federal agencies and organizations wound up being superb and very successful," said Hoffman. "The major ingredients to this success were partnering and teamwork, smashing rice bowls, cultivating a 'win-win' situation for all involved and developing trust."

PACDIV's partnering effort to promote early reuse was so successful that it provided the opportunity for the ecotourism that is happening there today. The Navy was able to turnover Midway to the U.S. Fish and Wildlife Service in May 1996, more than a year early, saving $1.7 million in demolition costs.

Midway was formally transferred to the U.S. Fish and Wildlife Service



Gooney birds prepare for take off. (Photo by Billy Gardner)



by Executive Order 13022, signed by President Bill Clinton on Oct. 31, 1996.

Rewards to behold

The Department of the Interior took notice of the Navy's commitment to quality and speed. In October 1996, the Deputy Assistant Secretary of the Interior John Garamendi presented a wildlife award to the Deputy Assistant Secretary of the Navy William Cassidy for the Navy's "outstanding record in protection of fish and wildlife and historic resources on Midway Atoll and its exceptional cooperation in the transfer of the Midway Atoll to the U.S. Fish and Wildlife Service for management as a national wildlife refuge."

Garamendi paid tribute to PACDIV for "extraordinary efforts to make things work for all concerned," and for expediting the transfer of the atoll to the Service as a national wildlife refuge.

Finally, on April 3, 1997, Secretary of the Navy John Dalton presented Interior Assistant Secretary Bonnie Cohen a symbolic key to Midway Atoll, signifying the transfer of Midway from the U.S. Navy to the U.S. Department of the Interior. The transfer was part of an event on Midway celebrating the dedication of the Midway Atoll National Wildlife Refuge and the partnerships that have benefited the refuge over the years.

"This truly is a great day for our Navy and the nation, as we trade guns for gooneys," said Secretary Dalton. "This transfer marks another glorious page in our history."

The closure of Midway has proven to be a unique challenge for all participants. Such an operation was complex: a remote site with limited communication and logistical support, as well as a three-month window during which albatross are not present on the island. Many talented individuals from diverse organizations have dedicated their time to help the Navy meet BRAC obligations. It's a BRAC success story that will serve as an example for other base closure efforts throughout the country.

As the famous gooney birds romp in the island, Hawaiian monk seals nap in pristine beaches, and green sea turtles frolic in the bluest waters, Midway continues to sparkle in the Pacific Ocean. The rewards of wildlife are now accessible for the world to see. ❑

Grace Hew Len is the public affairs specialist at Naval Facilities Engineering Command, Pacific Division, Pearl Harbor, Hawaii.

The Stapleton homeport, partially shown in the foreground of photo and located at NAVSTA New York, reverted back to the city of New York.

What is an OIC of a Caretaker Site Office?

By LCDR R. Martin Pondelick, CEC, USN

Caretaker Site Office (CSO) doesn't fit the stereotype of a "caretaker." Rather, it provides a challenge for Civil Engineer Corps (CEC) officers as they transfer Navy interests to other users.

During my time in the Navy, I've heard of officer in charge (OIC) of many things but never a CSO. When the detailer first told me about receiving orders to the new homeport on Staten Island, N.Y., to be the CSO OIC and resident officer in charge of construction (ROICC), I thought I misheard what he said. When I spoke to contemporaries at Commander in Chief, Atlantic Fleet, Norfolk, Va., I was told the OIC job was a piece of cake. Since being the OIC for almost three years and now assigned to Engineering Field Division, North, responsible for six CSOs, I've found out differently.

During my time in New York, I was involved in the closure of the fleet command and subsequent caretaking. The closure and caretaking involved sites in various states of layaway. One site was not prepared for caretaker (layaway) since it transferred to Naval Facilities Engineering Command (NAVFAC) prior to the layaway guidance being issued. Another site was properly laid away, but the final site continued to have numerous military tenants and, therefore, never quite closed when it transferred to NAVFAC. While Naval Station New York was unique in many ways and will differ from other closures, it highlights the disparity that exists within the base closure world. NAVSTA New York had one set of circumstances and the next base will have a different set but probably not any easier to resolve.

The most notable difference in New York was the disposition method of the properties. One property transferred to all federal users (after a 13-month delay) and another property was returned to the city. This meant only one site had full community reuse planning. This allowed the Navy to retain a much higher level of physical

control over the property than bases dealing with a local redevelopment authority (LRA).

But why do we need a CSO in the first place? The CSO provides the transition from Navy property to property held by others. In that capacity, the CSO must ensure the real and personal property is ready to be transferred. NAVFAC is the Navy's expert for real estate and environmental actions and is the logical choice for this transition function. The CSO is NAVFAC's field representative to accomplish this mission.

The CSO is normally staffed by facilities and security personnel headed by a CEC officer. While numerous organizational structures are possible, the staff must be able to handle the full range of facility and security problems expected at the closing site. This will include environmental, maintenance, contract management and supervision in what usually amounts to a mini-base. Overall, the more flexible the staff, the better it is able to respond to issues. The CSO is the first (and often the only) point of contact for many actions concerning a particular site. This often causes the CSO to become involved in many things never considered when it was first organized. As I have said earlier, flexibility is the key.

A majority of the missions for a CSO are what CEC officers have been trained to do and have experience doing. There are, however, many new challenges facing a CSO OIC. Security, personal property and community interface are all functions CEC officers rarely are involved with or manage. These functions can make or break a successful CSO, and the OIC needs to ensure the organization is prepared to handle them. Some of the most involved functions are listed below.

Closure and layaway

Before NAVFAC takes responsibility for a base, the closing activity is responsible for preparing the buildings for a reduced level of maintenance. The level of layaway depends on the potential reuse of the building.

The OIC should become involved early in the closure and layaway processes with the closing activity. This allows smart decisions to be made on the myriad of layaway issues that come up that are not covered by the transfer agreement. The OIC is the reality check to ensure the facilities are ready for caretaking.

Local community interface

The OIC should keep a close relationship with the closing activity and an arm's length relationship with the local community during the closing process. The local community has to deal with numerous issues and needs to work them through the closing activity's commanding officer and base transition coordinator (BTC). In the early stages of closure, these people are best suited to deal with the community since they probably have a better understanding of the community's needs and desires than the OIC. However, as the closure process continues and closure is imminent, the OIC will most likely be the last Navy point of contact. In many

cases, the OIC will be double-hatted as the BTC and will need to balance these roles. As operational closure nears, the OIC becomes more involved in the community's reuse of the base. By that time, the community should have a good idea of the desired reuse for the base, and much of the emotion is gone. The CSO needs to be sensitive to the reuse plan to ensure caretaking actions are in concert with the reuse plan.

Facility maintenance

The largest function in a CSO will probably be the facility maintenance staff. This group performs the former public works functions of maintaining the base. The major difference in caretaking is the level of maintenance. The goal in caretaking is to slow deterioration, not make the facilities better. Luckily, since CEC officers and facilities-trained personnel are usually in charge of the CSO, they are highly skilled in these functions. The CSO usually has many tools to accomplish the task. In addition to the normal contracting, there are cooperative agreements and sole-source community service contracts with the local governments. These tools can be invaluable to executing workload. The downside is the CSO does not maintain inherent repair capability and must contract (in one form or another) for all work.

Security

Since a CSO OIC will be an engineer-type person, security becomes very crucial since it is unfamiliar to us. We know how to maintain facilities and prepare contracts, but the process of securing a facility against vandalism is probably new.

The first decision you have to make is how the security is going to be performed. NAVFAC's preferred method is contracting. You must pursue that option first. However, if the closing activity has a general service police or security force, you may not be legally allowed to contract. I recommend getting a written legal opinion from your engineering field division and engineering field activity before making a decision on contracting. If you are not able to legally contract, you should investigate buying security from another Department of Defense (DOD) activity or obtaining it through a cooperative agreement. Finally, if these methods are not possible, you will have to hire government workers. Remember, it takes about six people per post, regardless of method chosen, for 24-hours-per-day, 7-days-per-week coverage.

Even though the Staten Island homeport had a short life, it was a fully operational site prior to being selected for closure.

Personal property

Nationwide, personal property has been one of the more contentious issues raised between the closing activity and the local communities. CSOs will become involved with these issues if the base closes without all the problems resolved. The CSO needs to work with the closing activity before closing to ensure all personnel property decisions are made before closure. As CSO, you will have to maintain an inventory and accountability of property received from the closing activity until you can transfer it to the LRA or Defense Reutilization and Marketing Office (DRMO). This inventory can be several thousand lines long.

NAVFAC is the Navy's expert for real estate and environmental actions...The CSO is NAVFAC's field representative to accomplish this mission.

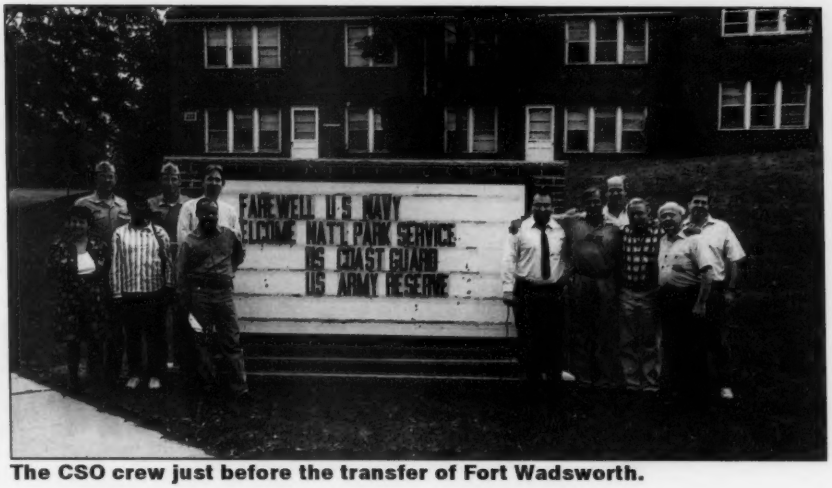
Other assigned tasks

There may also be numerous other tasks assigned to the CSO. Each task is unique to the area and needs to be staffed. Ask about them. Remember, the OIC is usually the sole Navy contact in the area. Try to imagine things that happen on base now and how the CSO would respond to the situation after closure. Try to spend some one-on-one time with the closing CO to discuss his/her horror stories. For example, the New York City Marathon started on NAVSTA New York and

was scheduled for two months after base closure. It was impossible to move the marathon from the base, so the CSO had to allow the use of the base and provide support. The knowledge given by the CO, NAVSTA was invaluable in managing this uncommon base usage.

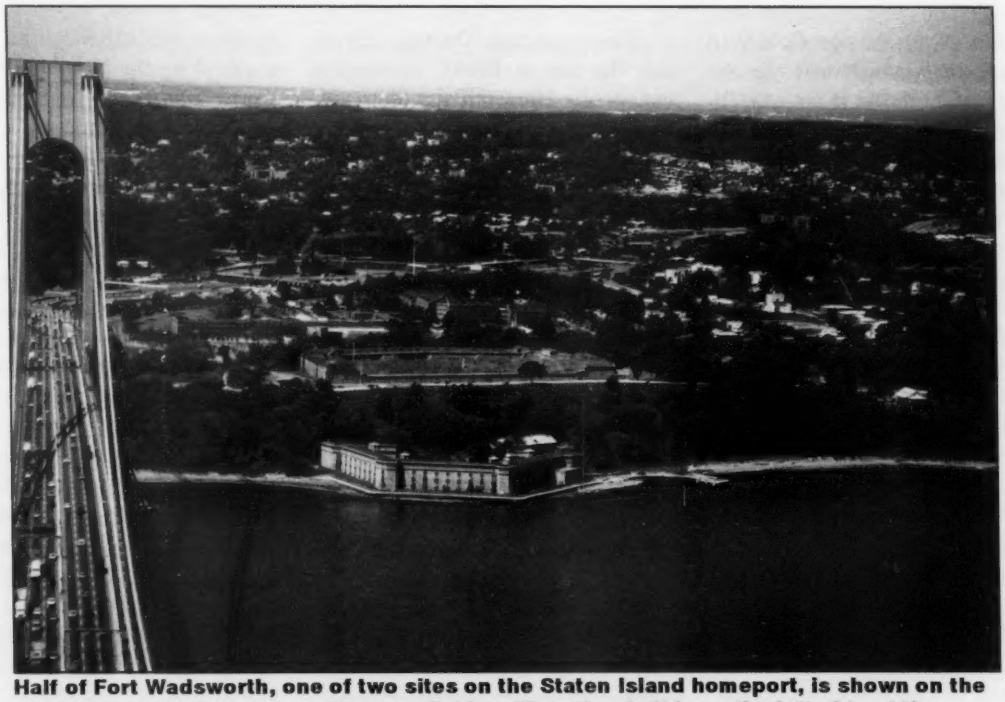
The CSO will get involved in utilities payment and contract closure; contract claims from base operation; tenants (both DOD and commercial); personnel issues; and support services such as mail, phones and interservice support agreements. All of these functions and more are expected to be resolved and handled by the OIC.

The OIC of a Caretaker Site Office can be a challenging and rewarding job. It is one of the most diverse positions I've encountered, and challenges the officer in technical skill as well as community relations. If you can get orders to a CSO, I think you will find it very rewarding and fulfilling. □



The CSO crew just before the transfer of Fort Wadsworth.

LCDR R. Martin Pondelick, is the officer in charge, CSO New York, Deputy Base Closure Team Leader, Engineering Field Division, North, Lester, Pa.


Half of Fort Wadsworth, one of two sites on the Staten Island homeport, is shown on the right side of the Verranzano Narrows Bridge. The other half is on the left side of the bridge. This entire site went to other federal users. (Photo by LCDR R. Martin Pondelick)

My new life in BRAC

By Jeff Young

For the Navy, the post Cold War base realignment and closure (BRAC) process is not only "a whole new ball game," it's an entirely new sport. For a growing number of engineers and project managers, the quiet, logical and slightly insular process of project design and execution has been replaced by an environment of television cameras, public meeting halls and congressional waiting rooms. Nowhere is the change more apparent than the Base Conversion Office at Naval Facilities Engineering Command (NAVFAC), Engineering Field Activity (EFA) West.

EFA West, located in San Bruno, Calif., has been tasked with the conversion and cleanup of more than 26 percent of the Navy's closing bases. Ten of those bases, including two of the largest shipyards on the West Coast, are located on a narrow corridor running from Moffett Field to Mare Island. The sign above the Conversion Office says it all: "Welcome to BRAC."

Two years ago, Domenic Zigant took the job as BRAC conversion manager for Hunters Point Shipyard.

"It will give you a breadth and scope of understanding that you would never have developed otherwise."
--Domenic Zigant

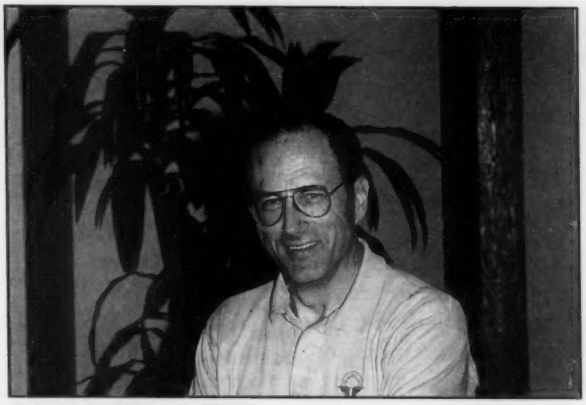
The 500-acre complex of docks, machine shops, warehouses and office buildings in South San Francisco was acquired by the Navy on the eve of World War II and operated for 34 years as a shipbuilding and repair facility. Between 1975 and 1985, the facility was leased to commercial interests. It became an Environmental Protection Agency (EPA) Superfund site in 1989, with an estimated cleanup cost of $300 million.

Zigant has been around the shipyard for most of his adult life. Growing up near Hunters Point, he worked his way through engineering school at Stanford University as a ship painter on the San Francisco waterfront. His first job with the Navy was at the shipyard. Zigant's initiation to base closures came in 1974 when the installation was decommissioned, forcing hundreds of shipyard workers to retire or transfer, including Zigant. He went on to the former Western Division in San Bruno, Calif., and a career in the design and construction of Navy shore facilities.

Zigant says he took the job of base conversion for both technical and personal reasons. "The idea of getting involved in Navy work that was breaking new ground and of following through on a project of this size from beginning to end had an allure I couldn't pass up," he said. "I saw it as a way to integrate Navy goals with those of San Francisco...to move from the negative situation of a closed base to one in which people could see a light at the end of the tunnel. I was very committed to that idea, and I honestly thought I could do it better than anyone else."

Though prepared for the organizational, budgetary and logistical challenges of cleaning and converting the base, Zigant admits he wasn't quite as ready to find himself involved with the fractious mix of politicians, community activists and environmental groups. He refers to his first public meeting with the community as "shock therapy." His requirements to follow federal contracting, property conveyance and environmental regulations often put him at odds with special interest groups with their own agendas for the conversion process. Zigant's new life in BRAC had placed him in a political and media fishbowl.

Zigant says his first cues for how to deal with the public on controversial issues came from close observation of elected officials. "I didn't necessarily want to become a *politician*," he said. "But I wanted to see how they delivered a message, how they anticipated issues, and how they kept their cool under fire. You learn to anticipate questions by taking off your engineer suit and putting yourself in the shoes of the average person. What they want is a straight answer, in plain language, from someone who seems to know what they're doing. It also helps if you believe you're doing the right thing." His advice: "Listen more than you talk; stay calm; and never make promises to the community you're not prepared to keep."



Domenic Zigant, BRAC conversion manager

The conversion manager says part of the new job jitters wore off early. "I realized," he noted, "that BRAC was as new to everyone else as it was to me. No one—elected officials, policy makers, community leaders—had all the answers. They couldn't, because BRAC had never been done before. It was, and is, an evolving process. We're all learning as quickly as we can from our own experience and the mistakes and successes of others around the country. We know a hundred times more than we did a couple years ago...and that process will continue until the job is finished. There are no algorithms or time-tested formulas in this business. It's hard work and good instincts."

So what if base conversion becomes your "new life" as a Navy engineer? Some believe it's the last chapter in an otherwise enjoyable career; others see it as a transition, something to try their hand at between "straight" engineering assignments. Many seize it as an opportunity to focus energy, organizational talent and dedication to what has become one of the Navy's biggest challenges.

Zigant's advice to those new to BRAC: "Perspective is everything. It's no place for someone who only likes and understands the more esoteric aspects of engineering, and it's definitely no place for an 'idealist.' It's very hard if you need to have a reference manual. But if you come into it after some experience in project development, client relations and team leadership, it's a wonderful experience—putting all the pieces together, keeping those project elements running parallel."

"It will give you a breadth and scope of understanding that you would never have developed otherwise," said Zigant. "But you have to be able to operate in an environment in which there are no certain answers. And sometimes the very best you can do is minimize your losses and keep moving forward. In BRAC, you have to jump outside the box...and stay there." In the rapidly changing world of BRAC, NAVFAC engineering, and the Navy itself, maybe that's not such a bad place to be. □

Jeff Young is the public affairs officer for Naval Facilities Engineering Command, Engineering Field Activity West, San Bruno, Calif.

LCDR Jeff Johnston, standing outside the Naval Facilities Engineering Command, Southwest Division headquarters building, checks his tickets to see where this trip will take him. It's not unusual for him to visit more than 25 cities in a month or log in more than 30,000 miles a year. (Photos by Jeannie Light)

On the road again: A day in the life of a CEC accessions officer

By LCDR Jeff Johnston, CEC, USN

"A Civil Engineer Corps (CEC) officer sits in a room at the Holiday Inn outside Grand Forks, N.D. He stares at the screen of a laptop computer as a television program blares in the background. Surrounded by greasy, white containers of rapidly-cooling Chinese food, he transcribes cryptic notes, scrawled during an hour-long interview, onto a NAVCRUIT Form 1100/13." Such is the life of a CEC accessions officer. As sea stories go, it's not exactly what you might find in a novel, but tucked away somewhere within the endless parade of airports, hotel rooms and rental cars is one of those "once-in-a-career" tours that has its own unique lessons to teach.

The primary goal of the CEC accessions team is to ensure that every year appropriate numbers of high-quality architects and engineers become CEC officers. The leader of the accessions team, the CEC assistant community manager, determines the number of new officers required and makes the final call on which individuals are sent to Officer Candidate School to become CEC officers. The two accessions officers are the "foot soldiers" in this effort,

not only acting as the CEC's eyes and ears in the field, but also as its mouth, spreading the word about the CEC and what it does. The eastern and western accessions officers, from their respective bases at Naval Facilities Engineering Command (NAVFAC), Atlantic Division and Southwest Division, travel almost constantly in a variety of capacities.

Accessions officer as recruiter

Although accessions officers spend a great deal of time dealing with the Navy Recruiting Command and its associated issues, it is unfair to characterize them as "recruiters." The responsibility to find and process quality candidates for a CEC commission lies with Navy recruiters throughout the country. They are assigned quotas each year for the numbers and types of officers they must successfully recruit, and they work tirelessly to meet or exceed their goals. Each year these legions of recruiters nominate many times more candidates than the CEC can accommodate. This creates the primary challenge for the accessions team.

With so many highly qualified applicants, how do we choose those young men and women who will be the next generation of CEC officers? Despite the volume of paper that accompanies each application, facts alone are no indicator of an individual's potential as a CEC officer. That is why every candidate is interviewed by an accessions officer. The interview is designed to augment the application with characteristics that don't turn up on resumes or transcripts. It offers glimpses of the applicant's poise and demeanor, communications skills, professionalism and sincerity. It also helps answer the most fundamental accessions question: Is this someone I'd want in my wardroom? Few other officer communities have as thorough of an interview process or devote as many resources to selecting new officers.

Accessions officer as public affairs officer

Each accessions officer spends a great deal of time each year making presentations about the CEC to students, faculty, engineers, recruiters and other interested parties. They speak to student organizations (American Society of Civil Engineers (ASCE), American Society of Mechanical Engineers (ASME), Society of Women Engineers (SWE), National Society of Black Engineers (NSBE), etc.) and to engineering seminar classes. Other audiences include Naval Reserve Officers Training Corps (NROTC) units and line officers who wish to know more about the CEC. The goal of these presentations is not to recruit, but to explain the role of the CEC to the next generation of engineers. It makes a good "first impression" and enhances the CEC's professional reputation. Invariably, however, a few individuals become interested in becoming a CEC officer, and the local recruiter gets a lot of calls after an accessions officer has been on campus.

Accessions officer as detailer

Although attached to their respective engineering field divisions, the accessions officers are adjunct members of the CEC Detail Shop. Through the community manager, they are involved in the line-to-staff transfer process, the evaluation of training attrites from other communities and many other personnel issues. Having someone in the field to make face-to-face contact greatly improves the effectiveness of personnel actions.

What makes a good accessions officer?

As in all CEC tours, the key to success as an accessions officer is a well-rounded, diverse collection of skills. The unusual nature of the job, however, calls for a combination of skills not often associated with most CEC tours. The attributes include:

- An ability to travel: During the school year, an accessions officer can plan on being on the road Monday through Friday every week. It's not unusual to fly more than 30,000 miles and visit 25 cities in a month. Most visits are under

Interviewing candidates is a regular part of the accessions officer's job.

24 hours, and the pace is both physically and mentally grueling. The summer pace can be more relaxed, but there are still trips every week.

- An enjoyment of public speaking: In traditional Naval Facilities Engineering Command terms, an accessions officer's "customers" consist largely of those groups who gather to hear them speak about the CEC. Their "product" is an informative, entertaining presentation delivered with some degree of professionalism. And while books have been written about developing effective public speaking skills, there is no substitute for simply enjoying the task. Sharing the CEC story with large and small groups, students and professionals, engineers and naval officers should be the most gratifying part of the job. The only thing worse than dragging your carcass 2,500 miles is dragging your carcass 2,500 miles to do something you don't enjoy.
- Varied professional experience: Ideally, an accessions officer has had at least one tour in each of the three major career arenas—public works, construction contract management and the Seabees. This not only allows them to share experiences from different CEC tours, but also to appreciate the many diverse skills that each type of tour demands and evaluate potential officers accordingly. It is particularly important to have a prior tour connected in some way with the Seabees. Public works and contract management have fairly obvious civilian counterparts and most engineers need little help to grasp the nature of the business. The Seabees, on the other hand, generate many misconceptions and questions.

It is easy to say that not everyone would make a good accessions officer, but it is probably more accurate to say that not everyone would enjoy being an accessions officer. Regardless of other factors, enthusiasm is the single most important characteristic of a successful (and sane) accessions officer.

Recruits say the darndest things

Almost all of an accessions officer's time is spent talking with people about the CEC. Over the course of these many conversations, you quickly amass a collection of unusual, entertaining, and, occasionally, scary quotes.

"I don't think anyone else will hire me."
-College senior, when asked why he was applying to the CEC.

"I've got no future in the surface line, but I figured, 'Hey, I've already got all these uniforms, so I'll just go CEC.'"
-Lieutenant, on why he wanted to change designators.

"I'd like to try the CEC for a few years, and then if I'm not enjoying myself, switch over to be a pilot or a SEAL."
-College senior.

Accessions officers in the future

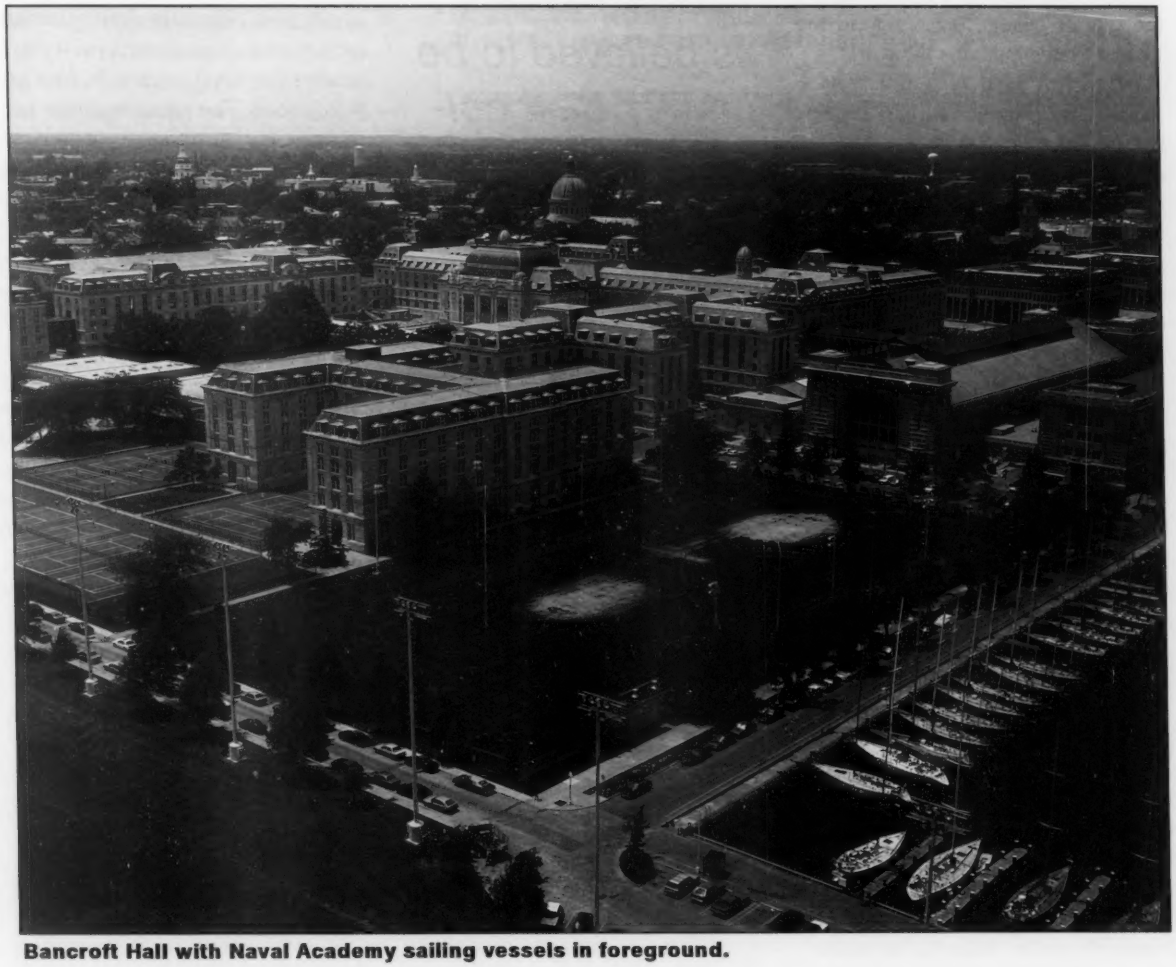
The future promises to change the various roles of the CEC accessions officer. Many sources indicate that the next 10 years will feature a significant decline in the number of graduating engineers. Some go as far as to predict an "engineer shortage" early in the next century. The CEC may not have the ability to pick and choose from a large pool of eminently qualified candidates. Accessions officers may get more involved in recruiting or take a more proactive role on college campuses. The increasing use of the Internet in academia offers another opportunity to reach college campuses and a largely untapped resource for future accessions officers. And, of course, there is always some uncertainty in all personnel matters, uncertainty that will undoubtedly resonate in unforeseen challenges.

A tour as a CEC accessions officer can be an unusual, but rewarding, little side-trip in a CEC officer's career. Where else can you hone your public speaking skills and learn to appreciate the finer points of wafer-like hotel soap? What other job assures you that not only will your decisions influence the face of the CEC for years to come, but that in the unlikely event of a water landing, your seat cushion can be used as a flotation device? And best of all, sharing stories with excited, young engineers at the outset of their careers can't help but strip away the day-to-day noise and remind you of why you became a CEC officer in the first place. And that's a reminder we could all use. ❑

LCDR Jeff Johnston, CEC, USN, was the western accessions officer. He will soon be the public works officer at Naval Support Activity, Souda Bay, Crete.

Bancroft Hall prepares for the 21st Century

By LCDR Paul D. Beckwith, CEC, USN



Bancroft Hall with Naval Academy sailing vessels in foreground.

Bancroft Hall, located at the United States Naval Academy in Annapolis, Md., is one of the Navy's oldest historic buildings. Since the completion of the first two wings in 1904, it has housed midshipmen without interruption. It has grown from two original wings, providing dormitory space for about 600 midshipmen, to eight wings capable of berthing 5,000. Bancroft Hall presently contains more than 1.4 million square feet and approximately 2,000 dormitory rooms. It is believed to be the largest college dormitory in the United States, perhaps the world.

Bancroft Hall is a full service facility that provides all the needs of the midshipmen and has earned the title "Mother B." In addition to dormitory rooms, Mother B contains a galley, barber shop, book store, pistol range, uniform shop, bank, post office, tailor shop, shoe repair shop, dental office, retail store, laundry/dry cleaner, movie theater, weight rooms, locker rooms, numerous offices, wardrooms, meeting rooms and a grand piano. The galley, better known as King Hall, can seat 5,000 and daily serves the 4,000 strong Brigade of Midshipmen at single sittings for breakfast, lunch and dinner.

After the original construction in 1904, pairs of wings were added in 1921, 1941 and 1960. The entire structure is built of premium materials and the same architectural style is maintained throughout. Constructed with granite walls, concrete decks and a slate and copper roof, the structure is designed to last indefinitely. However, the mechanical and electrical system, windows, furnishings and interior finishes have a normal life expectancy of about 30 years. With the last major renovation performed in conjunction with the last new construction in 1960, the building systems have all exceeded their life expectancy by several years. This, in addition to the technology changes that have occurred over the last 10 years, made renovation a requirement for Bancroft Hall to continue meeting the needs of the Naval Academy.

The ambitious renovation project is being completed in eight phases over eight years at an estimated cost of more than $200 million. One wing will be renovated per year for eight years in the largest repair project the Navy has ever undertaken. During the project, the 4,000 midshipmen are berthed in the seven wings that are not under renovation. A wing is turned over to the construction contractor in early June after the mids have moved out for the summer. The contractor then has roughly 14 months to complete the renovation of that phase. The work must be completed by Aug. 1 of the following year so the building can be fitted with furniture and other amenities prior to the mid-August return of the mids. The Aug. 1 completion date is critical because, by that time, demolition of another wing is well underway, having been turned over to the contractor two months earlier.

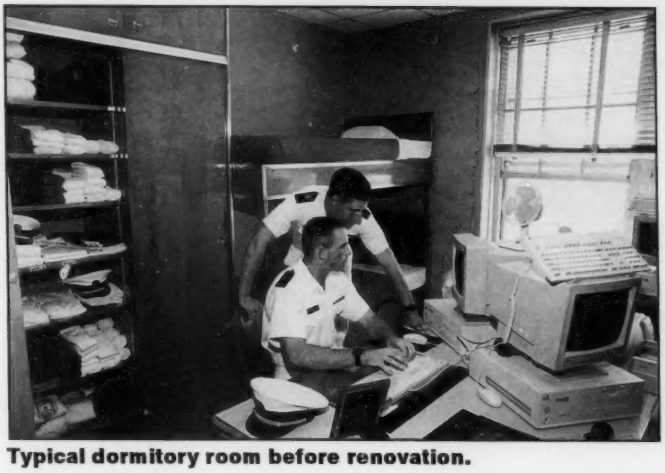
Bancroft Hall... is believed to be the largest college dormitory in the United States, perhaps the world.

The scope of work for each phase is extensive. Since the facility has not been overhauled in more than 30 years, nearly everything needs to be repaired or replaced. The repair includes performing structural repairs to concrete slabs, pointing up mortar joints in the granite block and refurbishing the elevator. Because many of the building components are in poor condition and beyond economic repair, they will be replaced. This applies to nearly the entire mechanical and electrical systems, including replacement of nearly all the hot water, cold water and steam piping and replacement and reconfiguration of nearly all the ductwork and electric service. All the 425 aluminum single pane windows in

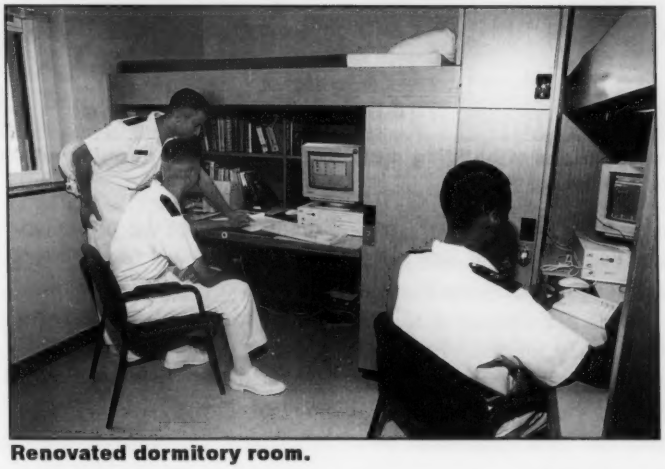
New Post Office facility in Bancroft Hall, Wing Seven.

each wing are being replaced with new energy efficient ones that replicate the original appearance of the building. With repair and replacement also comes the hazmat abatement effort. The entire facility is rife with asbestos and lead. A major part of the project is removal of all asbestos and lead containing material.

Coupled with the replacement part of the work is a significant improvement effort. The tired old broken down metal bunks and desks that dominate the old dorm rooms are being replaced with contemporary wood millwork cabinetry and bunk units that open up the center of the rooms and provide more living space, storage and privacy for the mids. Each new bunk unit contains four duplex outlets, two communications ports to tie-in to the Academy-wide local area network (LAN) and several built-in lights. The existing washbasin and shower area in each room are completely exposed. The renovation provides a partition wall that separates that area from the remainder of the room and provides a measure of privacy. A complete women's head is being added to each deck to enhance accessibility. Each wing is being brought up to state fire code by providing the required fire-rated protection as well as being completely sprinkled and adding two stairwells in Wings Seven and Eight for egress. Perhaps one of the most significant but least visible replacements is the installation of single pipe fan coil heating/cooling units in each room. These provide the capability to individually control heating levels in each room and to supply central air conditioning to each room once a major chill water plant upgrade and the Bancroft Hall renovation have been completed. Company officer and senior enlisted advisors' offices, wardrooms and LAN rooms are provided central air conditioning instead of the unsightly and unserviceable window air conditioning units presently employed.

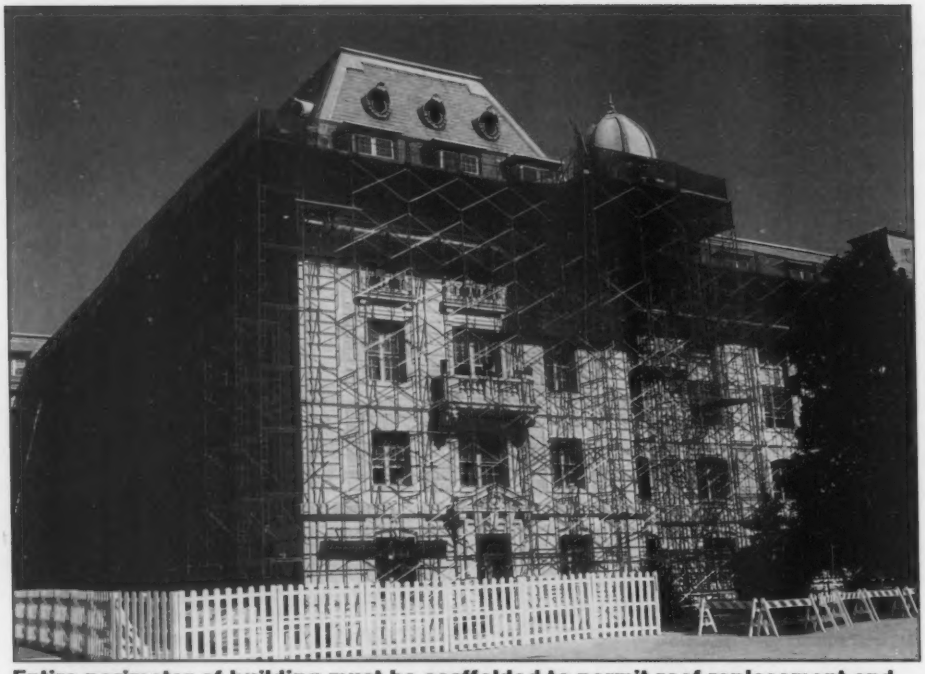


Typical dormitory room before renovation.



Renovated dormitory room.

The first phase of construction began in Wing Seven in June 1994 and was completed on schedule in August 1995. The total cost for the first phase, which included the repair of Wing Seven, was more than $18 million. The second phase has been underway since June 1995 and is somewhat different than most other phases. The main portion of phase two is the renovation of Wing Eight. But, in addition to the wing, phase two also includes the renovation of the galley. The galley is where the more than 12,000 meals are prepared each day to feed the mids. This portion of the project is a two year effort taking place with the galley in full operation. Within the galley, the renovation work has been divided into seven phases that allow the construction work to proceed nearly shoulder to shoulder with galley operations. As you can imagine, close control and coordination is a key element. Similar to the wings, the galley work includes complete hazmat abatement and near total replacement of the mechanical and electrical systems. The work will bring the facility up to code for fire protection as well as for food service facility design. All walk-in refrigeration units will be replaced, new locker rooms and office space will be constructed and significant changes will be made to the overall layout and flow of the galley spaces. One of the main challenges of the construction team is to make the reno-



Entire perimeter of building must be scaffolded to permit roof replacement and exterior masonry repair.

vation effort transparent to the midshipmen by maintaining full galley service throughout the renovation period. This is like keeping a ship in overhaul "ready for sea." Extensive teamwork between the resident officer in charge of construction (ROICC), contractor and galley personnel have made this possible.

In June 1996, phase three work began. Phase three renovates Wing Three and the U.S. Naval Academy Store. The scope of work within the wing is similar to that in previous phases. However, Wing Three is the oldest and has not had any significant roof repair performed since it was built more than 90 years ago. Consequently, Wing Three and the next phase, Wing Four, require the contractor to remove the entire slate and copper roof and perform major structural repair and replacement of the concrete roof deck. This phase is also right out in plain view immediately adjacent to the main entrance of Bancroft Hall, an area known as Tecumseh Court. Due to the high visibility nature of this portion of work, the ROICC must exercise very tight controls over noise, cleanliness, and access while work is prosecuted on the exterior of the building. Both phase two and three will be finished this August.

Phase four has recently begun. The scope of this fourth phase is similar to that of phase three minus the Naval Academy Store. Phase four involves the restoration and repair of Wing Four, which was built at the same time as Wing Three.

This ongoing multi-million dollar effort is being administered by a team of organizations which includes the Renovation Program Management Office within the Naval Academy Public Works Department; the ROICC Bancroft Hall, which was established by Engineering Field Activity (EFA) Chesapeake specifically for this renovation program; the architect and engineering firm for the entire renovation; and the Bancroft Hall 1st Lieutenant, representing the Commandant and the 4,000 members of the Brigade of Midshipmen. The Program Management Office oversees the broadest aspects of the program, establishing funding requirements and allocating resources, coordinating the design and construction effort with the myriad customers within Bancroft Hall, and providing interim "swing space" locations for functions temporarily displaced by the renovation process.

Through a positive team approach, the ROICC, contractor, A/E, renovation programs management office, and the Brigade of Midshipmen have maintained an effective professional working relationship that has kept the project on schedule and fully met the needs of the customer. Captain W.T.R. Bogle, Commandant of Midshipmen, best expressed the sentiment of the customer when he recently commented "I am delighted with the improvements in quality of life for midshipmen which result from the renovation. The logistics involved in rearranging the brigade each year to accommodate the project are formidable, but well worth the effort put forth by all hands. Two down, six to go!"

Once renovation is complete, Bancroft Hall will be a modern, efficient and highly functional dormitory facility. With its new mechanical systems and finishes, "Mother B" will meet the needs of the Naval Academy well into the 21st Century. ❑

LCDR Paul D. Beckwith is the resident officer in charge of construction, Bancroft Hall, U.S. Naval Academy, Annapolis, Md.

Benchmarking your activity

By CAPT Jan W. Cook, CEC, USN, (Ret.)
Bernard G. Mattimore
CDR Michael J. Flanigan, USN, (Ret.)
CAPT Keith F. Graham, JAGC, USNR

The Plant Engineering Department of University of California's Lawrence Livermore National Laboratory was selected a recipient of a 1995 Department of Energy Quality Award. A significant part of their journey leading to this recognition involved benchmarking the processes of other activities. As managers in the public sector (and alumni of various engineering facilities organizations of the Navy), they wish to share their thoughts on this key quality tool with the Navy civil engineering community.

Benchmarking

Is everyone doing it? No, but perhaps everyone *should* be. The greatest results in improvement in both the public and private sectors are being accomplished by organizations using the tool of benchmarking. There is always something to be learned from visiting someone else's facility.

What is it?

Benchmarking involves the search for those best practices of others that can then be adopted or adapted and will contribute to improved performance. It contemplates a process that is structured, positive and proactive which optimally leads to changed and enhanced operations.

Why public facility owners/operators should benchmark

With the trend toward principles of quality, continuous improvement and total quality management, the work environment has come to be described in terms of paradigms. For the owner or operator of a public facility, the comprehensive view of the current mission as it is being performed through many processes is that command's paradigm. The lifeblood of benchmarking is the opportunity to break current paradigms by looking outside of traditional boundaries or limits to discover a better way. No force or facility is good at everything; everyone can learn from another.

A persistent theme of the 1990's has been to "re-invent" government along business lines. These efforts are premised on the idea that current paradigms are often equivalent to "performance limiting" paradigms. To break out of the existing configuration and transcend, the tool of benchmarking is employed.

One corollary theme in the public sector since the late 1980's is to "do more with less," particularly as concerns budgetary matters. Underlying both concepts is a desire for public servants to obtain better value for the taxpayer's investment.

Patterning improvement of public processes upon quality principles offers a range of possible returns...from the modest measurable gain to the "quantum leap" opportunity first identified by Stephen Covey in his writings. The small incremental, evolutionary approach to improvement will not satisfy the demands made of public owners and operators by customers who know that a quality seachange could occur. The work place has moved from a mode where individual

improvement is the key to change to a platform where improvement is the avenue for progress. Any use of the tool of benchmarking must derive from respect for the principles of quality management. As the products and processes are sharpened, the total quality of the organization will improve.

The next reason for public facility owners and operators to look to benchmarking concerns customer satisfaction. Only recently have public process owners fully comprehended the term "customer" and its ramifications for success or even existence. Facilities within the public sector are being closed or consolidated at a frenetic pace. The question of base closure can turn as much on a facility's customer satisfaction with its attendant reputation index as its cost/benefit ratio. In brief, it's a poor time in a command to have disaffected customers. Making customer satisfaction gestures only without attendant improvement is, at best, a public relations drill condemned to failure. To survive, facilities will have to do more than "talk the talk." Benchmarking is clear evidence of "walking the walk."

Starting the process

The threshold consideration in the process is whether the benchmarking effort is supported by senior management. If it is not, preserve the public fisc by not initiating the activity. Assuming that senior management is on board, the step process can commence. Whether there are five, six, seven or more steps to benchmarking depends on the advocate whose model has been adopted. At Lawrence Livermore National Laboratory, we have followed the seven step process illustrated.

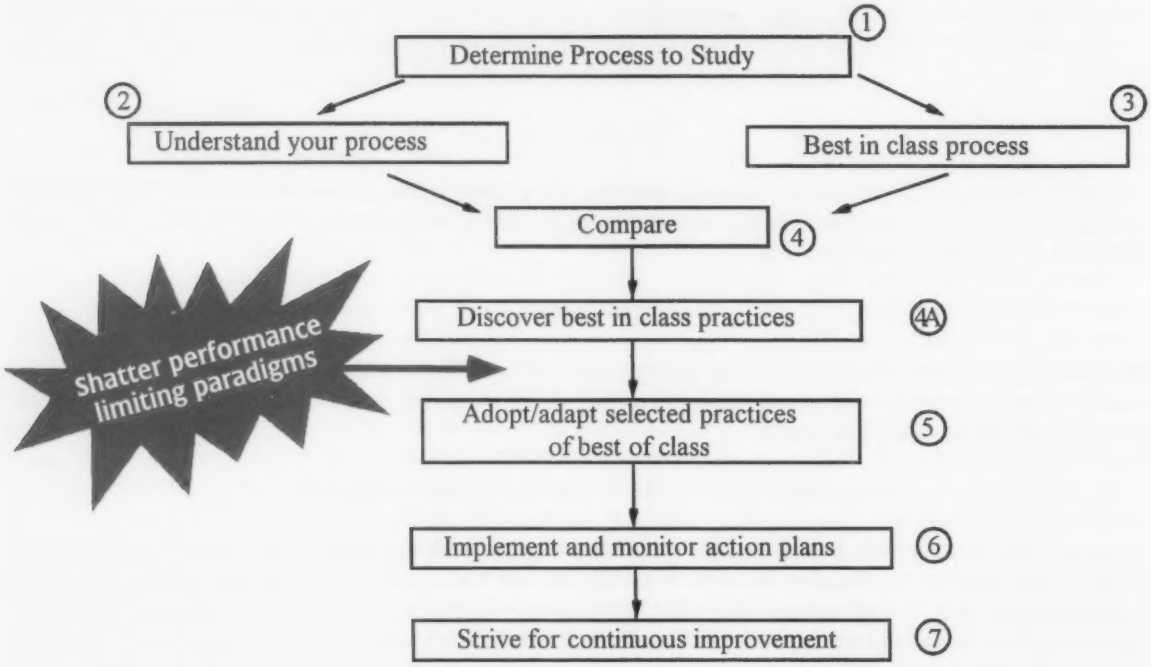


Diagram courtesy of The James Group, Ltd.
Scottsdale, Arizona

Remember, the key to successful execution of your command's effort will not be in the culmination, but in the definition and clarity achieved early in the process. For results oriented managers, this focus may be difficult to accept. However, "scoping" the effort remains crucial. Specifically, first determine the process to study. Next, and perhaps *the* most important step, understand *your* process. Lastly, find the "best in class" process to benchmark.

How benchmarking works

As previously highlighted, understand *your* process selected for benchmarking. Poor planning at this step defeats all hopes for a successful effort. Scrutinizing your existing processes may disclose elements of some traditional or ritualistic practice which is unnecessary or non-value added.

Your candidate process should be completely documentable and limited to one significant process at a time. The desired result can be identified when a series of discrete functions or steps with ascertainable durations are presented. Having mastered the nature of your process, the next step is to perform the same exercise for your "best in class" benchmarking partner. You will need your partner's insight, assistance, focus and even editorials. If this step is not being performed in tandem, you may simply need to find a new partner.

Through the comparison of two well described, engineered processes, the "target" areas for improvement should jump out at you. As your intelligent comparison proceeds, there will be opportunities to adopt and adapt. (We qualify the comparison process with the adjective "intelligent" since distortions such as accounting practices, incentives, influencing external mechanisms, tax considerations or subsidies could adversely impact the ability to easily compare apples to apples.)

Expanding the benchmarking field

There are literally global opportunities waiting for discovery in the quest to benchmark. It is well known that Japan, as the principal commercial competitor of the United States, has been benchmarking for years, seizing upon opportunities within the same organization, between organizations, within the same industry, between organizations, within the same industry, between diverse industries, between government and business, and, of course, on an international scale. There are national information banks widely available in Japan and such materials always include examples from other nations. However intriguing the globetrotting approach to benchmarking may appear, expanding your field may occur as simply as a look at other divisions within your organization or benchmarking other activities owned by your parent command or organization.

One easy entree into this field involves getting into a coalition or roundtable of similar entities. Commercial entities have much to offer, but do not overlook the accessibility and comparability of other public sector institutions such as schools and universities or quasi-public activities like non-profit organizations.

Even if the search to find new partners is not fruitful, two media always remain available: oral and written communications. Word of mouth provides a rapid endorsement (or condemnation) of another's prior experience in benchmarking. As for the written word, it has been estimated that 90 to 95 percent of the data required to do a reasonably effective, cost competitive benchmarking project is already in the public domain. If a plant visit seems impractical, consider the merits of gleaning worthwhile information from periodicals, suppliers, public accounts, work processes or practices reported in contracts, labor agreements and annual reports. Even observing the external configuration of other entities or their physical size can offer valuable clues as to how they are conducting their operations.

Finally, realize the surest way to expand your benchmarking field is to look at the largest variety of your own processes as candidates for evaluation.

Observing experimental Freon recovery process during benchmarking visit to HVAC shop, Lawrence Livermore National Laboratory.

What to do with your results

Results do not magically appear as flow charts and matrices are laid side by side. Rather, the usefulness of benchmarking data comes from successfully understanding those findings and positively implementing them. For example, the most commonly perceived result is to re-engineer to reduce the costs of operating systems and practices. A less glamorous outcome might be to understand fully the cost structure of your principal competitor's bid for work that could otherwise go to your activity. A conclusion could be drawn that it is unavoidable not to acquire new technology or simply resolve to develop it yourself.

Also fundamental to the elements of understanding and implementing results is the concept that you must seek to match or *exceed* the competition. Catching up with your rival is not enough. Your competition is always undergoing process improvements as well.

What have others learned?

In the area of facility management, the Lawrence Livermore National Laboratory has learned to streamline, manage, and best of all, understand the function of work control. We proudly point out that the Laboratory's benchmarking has also included several Navy public works centers and one engineering field division.

Winning a quality award from the U.S. Department of Energy was an unanticipated benefit of many improvement processes which included benchmarking. All of us who have been involved in the Laboratory's benchmarking initiatives would enthusiastically participate again with the same or new partners. ❑

CAPT Jan W. Cook, CEC, USN, (Ret.) is the deputy associate director for plant engineering (PE), Lawrence Livermore National Laboratory, University of California, Livermore, Calif. Bernard G. Mattimore (former NAVFAC 151 staff) is the PE department head for maintenance & operations. CDR Michael J. Flanigan, USN, (Ret.) is PE's division leader for maintenance engineering/production control division. CAPT Keith F. Graham, JAGC, USNR is special assistant to PE's deputy associate director.

Benchmarking session by Owens Corning, Santa Clara, Calif., with plant engineering executive safety committee, Lawrence Livermore National Laboratory.

31 Complete Basic Training at CECOS

Thirty-one members of basic class number 210 graduated from the Naval School, Civil Engineer Corps Officers, Port Hueneme, Calif. Course work is comprised of eight weeks of specialized training pertinent to the Navy's needs for shore installation engineering, public works management, construction contracting and administration, and Seabee operations.

Basic Class 210

Graduation: December 18, 1996

ENS Kristian B. Barton
BS Chem. Eng. / Michigan State Univ.
to SUBASE New London, Conn.

LT Michael M. Belles ♦ †‡
BSME / USNA
to ROICC MIDPAC, Pearl Harbor, Hawaii

ENS Matt L. Bryner
BSCE / Utah State Univ.
to EFA WEST Cont. Off., NAS Fallon, Nev.

ENS Michael D. Crafts
BSME / Univ. of Maine
to LANTDIV Cont. Off., Roosevelt Roads, PR

ENS Jorge R. Cuadros-Ibarra
BSCE / Univ. of Javeriana
to PWC San Diego, Calif.

ENS Stephen J. Fichter
BSCE / Univ. of Pittsburgh
to OICC Far East Cont. Off., Okinawa, Japan

ENS Gordon J. Glover
BSME / Univ. of Texas
to ROICC MIDPAC, Pearl Harbor, Hawaii

ENS Scott A. Gustin
BSEE / Northern Illinois Univ.
to LANTDIV Cont. Off., Cherry Point, N.C.

ENS Scott A. Hackney
BSCE / Oklahoma State Univ.
to SOUTHDIV Cont. Off., Fort Worth, Texas

LT Bradley S. Hancock ♦
BS Agr. Eng. / Auburn Univ.
to PWC Great Lakes, Ill.

CWO2 Roger L. Hudson Jr. ♦
to 20th NCR, Gulfport, Miss.

LT Andrew Z. Lei
BSME / Calif. State Univ., Los Angeles
to NAWS DBOF Point Mugu, Calif.

ENS Michael P. Leonard
BSCE / Univ. of Nevada
to MCAGCC Twenty-nine Palms, Calif.

ENS Gordon E. Meek III
BSCE / Georgia Tech.
to ENGFLDACT NW Cont. Off., Adak, Alaska

ENS Matthew B. Moore
BSCE / Colorado School of Mines
to SOUTHWESTDIV Cont. Off., Camp Pendleton, Calif.

ENS Brian S. Nicholas
BSCE / Oregon State
to EFA WEST Cont. Off., Lemoore, Calif.

ENS Jason M. Picard
BSCE / Syracuse Univ.
to LANTDIV Cont. Off., Guantanamo Bay, Cuba

ENS Jeffrey S. Powell
BSIE / Clemson Univ.
to LANTDIV Cont. Off., Yorktown, Va.

ENS Russell C. Rang
BSCE / Penn. State
to PWC Pearl Harbor, Hawaii

ENS Thomas F. Robbins ♦
BS Marine Sys. Eng. / Texas A&M
to PWC Pearl Harbor, Hawaii

ENS William B. Seguine
BSME / Brigham Young Univ.
to EFA WEST, San Bruno, Calif.

LTJG Scott A. Shaulis
BSME / Bucknell Univ.
to LANTDIV Cont. Off., Sewells Point, Va.

ENS Victor C. Smith
BSCE / North Carolina State
to NAVSTA Guantanamo Bay, Cuba

ENS Daniel S. Spicer
BSCE / Montana State
to PHIBCB Two Sea Duty Component, Norfolk, Va.

ENS Holly M. Sullivan
BSCE / Texas A&M
to CBC Port Hueneme, Calif.

ENS Lawrence G. Vossler
BSCE / Texas A&M
to PWC Norfolk, Va.

ENS Timothy A.Wallace
BSCE / Univ. of North Carolina
to MCAS Cherry Point, N.C.

ENS Brian D. Webb
BSME / Texas A&M
to LANTDIV Cont. Off., Sewells Point, Va.

ENS Mary C. Wise ♦
BSCE / California State Univ.
to NMCB Four, Port Hueneme, Calif.

ENS Craig L. Wolfe
BSME / Michigan Tech.
to LANTDIV Cont. Off., Jacksonville, N.C.

ENS John F. Zambrano
BCE / Villanova Univ.
to MCAS Iwakuni, Japan

♦ With Distinction
† Class Commander
‡ First in Class

39 Complete Basic Training at CECOS

Thirty-nine members of basic class number 211 graduated from the Naval School, Civil Engineer Corps Officers, Port Hueneme, Calif. Course work is comprised of eight weeks of specialized training pertinent to the Navy's needs for shore installation engineering, public works management, construction contracting and administration, and Seabee operations.

Basic Class 211

Graduation: April 9, 1997

ENS Marc E. Bernath
BS Env. Eng. / State Univ. of New York
to NAS Brunswick, Maine

ENS Steven G. Blanton
BSCE / Oregon State
to NMCB 40, Port Hueneme, Calif.

LTJG Jeffry J. Block
MS Aero. Eng. / Texas A&M
to EFA CHES Cont. Off., Annapolis, Md.

ENS Mark R. Boddy ♦
MS Math / Rose Hulman Inst. of Tech.
to NMCB Four, Port Hueneme, Calif.

ENS Carrie A. Booth
BS Env. Eng. / Univ. of Florida
to NAS Barbers Point, Hawaii

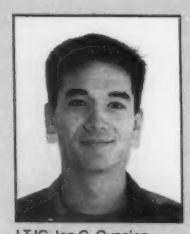
ENS Paul C. Chan
BSCE / Mich. Technology Univ.
to CBC Gulfport, Miss.

LTJG Ty G. Christie
BSME / Univ. of New Mexico
to EFA CHES Cont. Off., Quantico, Va.

ENS Chris M. Coggins
BSCE / Univ. of Delaware
to NMCB One, Gulfport, Miss.

ENS Kenneth L. Culbreath
BS Mat. Eng. / Auburn Univ.
to LANTDIV Cont. Off., Keflavik, Iceland

ENS Cameron M. Cummings
BSCE / Oregon State Univ.
to MCB Camp Lejeune, N.C.



LTJG Jan C. Cunnion
BSEE / Tufts Univ.
to NMCB 74, Gulfport, Miss.

ENS Karl R. Cupp
BS Env. Eng. / Univ. of Montana
to MCLB Albany, Ga.

ENS Martin J. Dugal
BCE / Villanova Univ.
to NAVSTA Roosevelt Roads, PR

LT Felipe D. A. Eusebio
to SAO TOME & Principe Army

ENS M. Marcel Forte
MSCE / Portland State Univ.
to PWC Yokosuka, Japan

ENS David M. Goldak
BSCE / Univ. of Missouri
to PWC Norfolk, Va.

ENS Cassie A. Gorman
BSCE / Univ. of Miami
to LANTDIV Cont. Off., Jacksonville, N.C.

ENS Daniel M. Grimsbo ♦
BSCE / Citadel
to NAVSUBASE Kings Bay, Ga.

ENS Dale C. Hansen
BSCE / Brigham Young Univ.
to OICC Far East Cont. Off., Okinawa, Japan

LT Martin B. Harrison ♦ † ‡
BSME / Auburn Univ.
to SOUTHWESTDIV, San Diego, Calif.

ENS Daniel D. Howard
BS Ind. Eng. / California State Polytec.
to OICC Far East Cont. Off., Sasebo, Japan

ENS Marcus D. Johnston
BSCE / Georgia Tech.
to DEFLANGINST, Monterey, Calif.

ENS Christina H. Ma
BS Aero. Eng. / UCLA
to MCB Camp Pendleton, Calif.

ENS Joshua B. Malkin
BSCE / Univ. of Texas-Austin
to OICC Far East Cont. Off., Atsugi, Japan

LTJG Keith W. Miertschin
BS Arch. Eng. / Univ. of Texas
to DEFLANGINST, Monterey, Calif.

ENS Jeffrey M. Miller
BSCE / Washington State
to EFA NW Cont. Off., Whidbey Island, Wash.

ENS Amanda Montgomery
BSCE / Duke Univ.
to NAS North Island, San Diego, Calif.

LTJG Christopher M. Myers
BSME / Southern California
to PWC San Diego, Calif.

ENS Stephen H. Pitman
BSCE / Oregon State Univ.
to OICC MED Cont. Off., Bahrain

ENS Matthew C. Riethmiller ♦
BSCE / Ohio State
to NAS Meridian, Miss.

ENS Raymond Y. Rodriguez
BS Sys. Eng. / USNA
to SOUTHDIV Cont. Off., Key West, Fla.

ENS Marc L. Rouleau
BSEE / San Diego State
to LANTDIV Cont. Off., Roosevelt Roads, PR

ENS Laurie Scott
BSCE / North Carolina A&T State
to PWC Jacksonville, Fla.

LTJG Armindo P. F. Silva
to SAO TOME & Principe Army

ENS Robert S. Stephenson
BSCE / Univ. of Michigan
to OICC PACNEC Det., Yokosuka, Japan

ENS Allen R. Sullivan ♦
BSCE / Kansas State
to OICC Guam

LTJG Michael A. Thornton
BSME / Auburn Univ.
to NMCB Five, Port Hueneme, Calif.

ENS Joel W. VanEssen
B of Arch. / Univ. of Illinois
to NAVAIRENGSTA Lakehurst, N.J.

LTJG Darren C. Wu ♦
BSME / USNA
to LANTDIV Cont. Off., Norfolk, Va.

♦ With Distinction

† Class Commander

‡ First in Class

Reserve officers

These reserve officers were part of basic class 211 during the period January 27, 1997 through February 12, 1997.

ENS Richard S. Bell
BS Arch. / Univ. of Virginia
to NMCB 23, Fort Belvoir, Va.

ENS Cyril R. Carandang
MSME / Johns Hopkins Univ.
to NMCB 23, Fort Belvoir, Va.

ENS Timothy M. Cleven
BSEE / North Dakota Univ.
to NMCB 25, Glenview, Ill.

ENS John J. Jaros
BEE / Univ. of Minnesota
to NMCB 25, Glenview, Ill.

ENS John Lippi
to NMCB 23, Fort Belvoir, Va.

ENS Richard G. Maguire
BSEE / Northern Arizona Univ.
to NMCB 18, Seattle, Wash.

ENS Michael J. McCarthy
BSCE / Rochester Tech.
to NMCB 27, Brunswick, Maine

ENS Brian J. McCoy
to NMCB 23, Fort Belvoir, Va.

ENS Thomas F. Norton
to NMCB 27, Brunswick, Maine

LTJG Kevin T. Chlin
M Arch. / California State Polytec.
to CBMU 303, Treasure Island, Calif.

CWO2 Clarence E. Ranzau
to NMCB 22, Little Rock, Ark.

ENS Gregory C. Schell
BSCE / Morgan State Univ.
to NMCB 23, Fort Belvoir, Va.

ENS James N. Vandenberg
MS Arch. / Texas A&M
to NMCB 28, Barksdale, La.

Have you considered the reserves?

If you are a young construction professional in civilian practice or civil service, or are a graduating engineering or architecture college senior who has already selected a career path, the reserve Civil Engineer Corps may have a place for you. Qualified young professionals have the chance to achieve tremendous personal and professional satisfaction through:

- Direct appointment as an ensign, Civil Engineer Corps, U.S. Naval Reserve
- Challenging assignments within the reserve Naval Construction Force units in your geographic locale, in areas paralleling active duty in the Seabees or in facilities management
- Development of leadership and technical skills that will carry over directly into your civilian profession

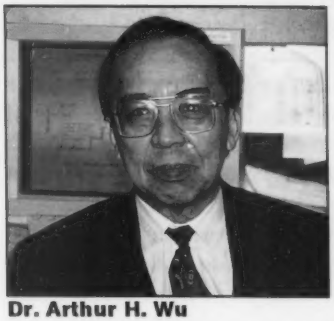
Here's what you can do...
If you are a young engineer or architect, please call or write the reserve representative listed below.

Commander Alan Terpolilli, CEC, USN
Commander, Naval Surface Reserve Force (Code N53)
4400 Dauphine St.
New Orleans, LA 70146
Phone: (504) 678-5798, DSN: 678-5798

An active duty accessions officer listed on the inside back cover may also be contacted for information.

NEWS WORTH REVIEWING

NAVFAC selects 1996 Engineer of the Year



Dr. Arthur H. Wu

The Naval Facilities Engineering Command selected Dr. Arthur H. Wu, P.E. as its Engineer of the Year for 1996. In addition, he was named as one of the "Top Ten" finalists in contention for the 1997 Federal Engineer of the Year Award.

Dr. Wu is NAVFAC's consultant for geotechnical engineering, and is considered to be one of the premier problem-solving engineers in the NAVFAC family.

He provides expert, practical analysis and consultation to Navy design and construction offices worldwide. Recently, Dr. Wu's analysis of seismic hazards involving a design for a new aircraft carrier wharf at Coronado, San Diego, identified potential construction problems with the installation of pile foundations and stability of an embankment. As a result, revisions were made in the proposed design and construction sequence of this $50 million project. The revisions will help to avoid potential modifications and additional charges during construction.

Currently, Dr. Wu is directing the development and publication of engineering software which evaluates the effects of an earthquake on a building site based upon soil and groundwater conditions. The software, designed to predict liquefaction potential, will supplement a Navy facilities criteria design manual focusing on geotechnical construction.

NAVFAC teams recognized

For Acquisition Reform Day-2, March 19, 1997, the Assistant Secretary of the Navy Acquisition Reform Office issued certificates of excellence to 20 NAVFAC teams comprised of 147 team-members. The award recognized the following teams and individuals who contributed significant ideas, methods or processes to improve the acquisition system:

EFA Chesapeake Team - For use of multiple award task order contracts for construction

Northern Division Team - For use of multiple award of multi-trade contracts at Newport, R.I.

PWC Washington Team - For teaming and implementing process innovation using phased construction by multiple contracting vehicles for the acquisition center of excellence, Building 22, Washington Navy Yard

Southwest Division Team - For remedial action contract utilizing performance-based contracting methods

Southwest Division Team - For energy and utility cost reduction

Southern Division Team - For Naval Station Pascagoula steam plant

Southern Division Construction Product Line Owners Team - For solution order concept (SOC) construction contracts

Southern Division Prototype Team - For implementing the solution order concept (SOC) construction contracts

Southern Division Team - For environmental quality improvement forum

Southern Division Field Office Panama City Team - For streamlining various acquisition processes and incorporating acquisition reform initiatives

EFA Northwest Team - For use of best value source selection criteria including oral presentations for the Northwest regional job order contract

EFA Northwest NAS Whidbey Island Public Works Department Team - For use of performance based specifications, past performance and best value criteria in source selections

Atlantic Division Team - For innovations in contractor quality control program requirements in the base operating services contract at Roosevelt Roads, P.R.

NAVFAC Performance Measurement and Assistance Program Focus Team - For new program of acquisition oversight

Naval Facilities Contracts Office Team - For energy savings performance contract and public private venture in geothermal resource development and ocean thermal energy conversion

Naval Facilities Contracts Office Team - For use of multiple awarded task order contracts for offshore ocean construction support

Naval Facilities Contracts Office Team - For use of performance specifications and best value source selection in pier power monitoring/utility control system at multiple sites in San Diego, Calif.

EFA West Team - For community based environmental contracting

EFA West Team - For innovative source selection process to reduce base operating costs

EFA West Team - For use of expedited request for proposal (RFP) process in selecting construction contractors

CEC/Seabee Historical Foundation Presents Awards

Lieutenant Paula K. Lair, CEC, USN, of PWC San Francisco, Calif., and Chief Builder (SCW/DV) Kirk J. Becker, USN, of Naval Construction Training Center, Port Hueneme, Calif., are the recipients of the 1996 Rear Admiral Lewis B. Combs Award and the Robert D. Stethem Award, respectively. The awards were presented for the first time on March 8 at the 1997 Washington, D.C., area Anniversary Ball by Rear Admiral David J. Nash, Commander, Naval Facilities Engineering Command, and Rear Admiral Arthur W. Fort, CEC, USN (Ret.), president, CEC/Seabee Historical Foundation.

RADM Nash and RADM Fort (Ret.) present the Combs Award to LT Paula Lair at the 1997 Anniversary Ball.

The Combs Award is presented to the individual who has made the most outstanding contribution in perpetuating the legacy of Seabee and Civil Engineer Corps accomplishments and traditions. As a company commander of several NMCB 40 remote details deployed to Albania, Western Africa and Bosnia, Lair demonstrated exceptional versatility, leadership and accomplishment. She spearheaded the disestablishment and retrograde of four remote sites and continuously maintained superb force protection under extremely hostile and inhospitable conditions. Lair maximized the potential of her Seabees through exemplary leadership and sincere interest in developing their professional growth and knowledge. Among the very first females assigned to mobile construction battalions, she ushered in a new era of Seabee excellence, and her remarkable success in all endeavors paves the way for those who follow.

The Stethem Award recognizes individual outstanding moral courage in keeping with traditions and legacy of the Seabees in the course of actual operations. As OIC, UCT One, Air Detachment Charlie, in support of *Exercise Purple Star*, Becker demonstrated the highest caliber of moral courage and professionalism. Without regard for his personal safety, he took quick and decisive actions in freeing two divers who had become entangled in hoses, lines, and their umbilical support systems. Despite the extremely limited visibility and the loss of the ships anchorage, which caused excessive drifting, further exacerbating the seriousness of the situation, he found and freed the divers before their air hoses, as well as his own, were severed. The keen ability of Becker to respond quickly and act decisively against significant odds saved the lives of his fellow divers.

These awards will be made annually by the Historical Foundation to recognize outstanding contributions to the legacy of the Seabees.

RADM Nash and RADM Fort (Ret.) present the Stethem Award to Chief Kirk Becker at the 1997 Anniversary Ball.

NFESC signs agreement with UCSB

The Naval Facilities Engineering Service Center (NFEFC) has signed a unique agreement with the University of California, Santa Barbara (UCSB), Calif., which formally establishes an educational partnership between the two institutions. The agreement, based on Title 10 United States Code Section 2194, provides the framework for working jointly in areas of mutual interest in science and engineering by sharing personnel and facilities. Rear Admiral David J. Nash, Commander, Naval Facilities Engineering Command and Captain Donald G. Morris, Commanding Officer of the NFESC represented the Navy at the April 24, 1997, signing. Chancellor Henry T. Yang and David J. Chapman, Dean of Mathematical, Life and Physical Sciences and professor of biology represented the university.

RADM David J. Nash, Commander, Naval Facilities Engineering Command and Henry T. Yang, Chancellor, University of California, Santa Barbara, Calif., sign the partnership agreement to encourage and enhance study in the scientific disciplines.

Initiated under the federal government's three-year-old Education Partnership Program, the new agreement formalizes ongoing collaborative research and paves the way for donating excess Navy equipment to UCSB. A gas chromatograph mass spectrometer was given to the university at the time of the signing. The precision instrument can accurately measure pollutants in the water, air and earth's crust and will serve as a valuable training and research tool for the university.

"The university and the NFESC have enjoyed a mutually beneficial relationship for a number of years now. This partnership agreement will add yet another dimension to that relationship and further contribute to the advancement of science and engineering education. Through the partnership, we can more readily involve students and faculty in Navy research projects, loan laboratory equipment, or donate excess equipment to the university," declared Nash.

Yang stated, "This is an exciting time for UCSB. This agreement promises to serve as a fine example for regional collaborative ventures from which we will all learn and benefit."

"It's an ideal match. One of the NFESC's major interests or concerns, for example, is environmental problems. And, of course, our strengths include environmental studies and engineering, so it couldn't be more fitting," said Chapman.

The product of two years' negotiations, the new agreement will be in effect for 36 months and is broad in scope. Specific collaborative efforts will be defined on a case-by-case basis within the pact's framework.

"This agreement will not only provide our graduate and undergraduate students with research opportunities they wouldn't otherwise have, it will enable the campus to become more involved in the community. It's a mutually beneficial plan as military researchers will in turn have access to expertise and capabilities they might not have," said Chapman.

Lieutenant Commander Mike Blumenberg, NFESC's representative for implementing the partnership noted, "Some of the research and some of the programs that we're going to jointly work on will have application nationwide. We may break new ground, which may have benefits for everybody!"

1996 Moreell Medal winners announced

Lieutenant Commanders Douglas G. Morton, CEC, USN, and Clifford M. Maurer, CEC, USN, have been selected as co-recipients of the 1996 Moreell Medal in recognition of their outstanding contributions to military engineering.

LCDR Douglas G. Morton

LCDR Clifford M. Maurer

LCDRs Morton and Maurer served as operations officer of NMCB 133 and 40, respectively. Both units provided direct support to *Operation Joint Endeavor* in Croatia and Bosnia. LCDR Morton orchestrated one of the largest single-unit Seabee airlifts in history, preparing *Detail Juliet Echo* for its initial deployment into the Balkans. The first naval unit in theater, *Detail Juliet Echo*, expended nearly 15,000 man-days constructing base camps to support the U.S. Army in Croatia and Bosnia. Subsequently, LCDR Maurer continued this impressive course with NMCB 40. He led the efforts to disestablish and consolidate base camps throughout the region, in addition to repairing battle damaged concrete bridges, constructing roads, culverts and aircraft hangars.

SOUTHDIV receives Governor's Award

Southern Division, Naval Facilities Engineering Command (SOUTHDIV), was recognized with an Achiever's Award at the South Carolina Governor's Quality Award Conference in Columbia, S.C., on 29 April. Governor David M. Beasley presented the award to five statewide organizations. SOUTHDIV was the first locally based organization to receive the award. Candidates for the award had to complete an extensive application and undergo a week long site visit by a team of examiners.

The Achiever Award recognizes organizations for achievement in incorporating total quality principles into their customer-service oriented business strategies.

SAME presents 1996 Marvin Shields Award

The Society of American Military Engineers (SAME) has selected Steel Worker First Class Martin A. Andrews, USN, as the recipient of the 1996 Marvin Shields Award. This award is presented annually to recognize an occupational field 13 man or woman who has made an exceptional contribution to military construction, facilities maintenance, training or readiness.

SW1(SCW) Martin A. Andrews

RADM David J. Nash, Commander, NAVFAC, and Chief of Civil Engineers announced in a message, "Petty Officer Andrews' selection reflects his extraordinary performance, commitment to excellence and true professionalism. While assigned to U.S. Naval Mobile Construction Battalion 40, he distinguished himself while assigned as Charlie Company leading petty officer and project leader from January to December 1996. Deployed to Rota, Spain, and Bosnia-Herzegovina in support of *Operation Joint Endeavor*, Petty Officer Andrews' every action has been a model of integrity, hard work and professionalism."

SOUTHWESTDIV wins quality award

SOUTHWESTDIV, San Diego, recently received the Bronze Level Award. The award was presented from the California Council of Quality and Services (CCQS) for the command's quality efforts. The CCQS awards are based on the national Malcolm Baldridge Award for accomplishment of quality goals in leadership, information and analysis, strategic planning, human resources, process management, business results, and customer focus and satisfaction.

SOUTHWESTDIV was one of six agencies honored in the government category.

Captain Mike Johnson, Commander of SOUTHWESTDIV, accepted the award on behalf of his command noting that in its first year of competing for the award, his employees, through their quality efforts, have ultimately served the taxpayers well through decreased costs and more efficient operations.

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(703) 614-3635/6
p4413d@bupers.navy.mil

LT Darren C. Morton, CEC, USN
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dcmorton@efdswest.navfac.navy.mil

LT Sean P. Kent, CEC, USN
LANTDIV, Code 09B2
1510 Gilbert St.
Norfolk, VA 23511-2699
(757) 322-4529
kentsp@efdlant.navfac.navy.mil

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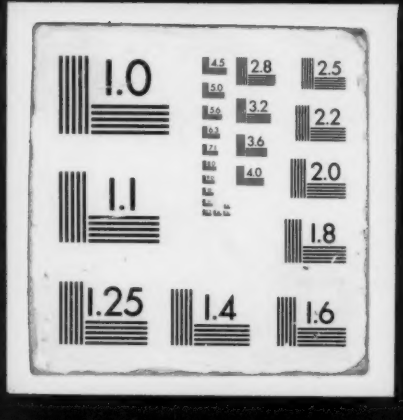
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